

## U.S. Power Takes to the Deep

 Submarines Carry Half of Military's Long-Range Arms Bixicir whingen sin



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## Kremlin Seeks to Ton <br> By Celestine Bohlcn  K. Ligacheve, the Kremilin's leading conservaty wioc Eardier his month. Mr. Ligacte <br> presided vere moncti, M. Ming Ligcheve <br>  <br>  <br>  <br> 




FIREFIGHTER'S FUNERAL—The coffin of Colin Townsley, a firefightter who olifed
in the Nov. 18 blaze at the King's Cross scliway station ini London, being carried Priday
 into St. Paul's Church, Covent Garden, as thoussands of his colleagues stood by. Also'
Friday, a man who was sererey bumed in the fire died, raising the death toll to 31 .

## WORLD BRIEFS

Raid on Israel Is Applauded by Syria*







Philippine Mutineers Promise Peace





Malaysia Journalists Assail Press Kaws
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 400 Protest Arrests in East Berlin





 Ozal's Party in Stiff Race in Turkey:


Time-Out Is Called in Chess Match

 For the Record
Pror the Record


 TRAVEL UPDATE





## Romanian Figure Warns of Repression



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## Heraldwax Eribune

## INF: An Accord of Value



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A Credible Agenda For Louvre II
By Hobart Rowen
 Praident Recagan and Congress for

## Prerevolutionary Romania, Postrevolutionary Poland



Battles Are Raging All Along Pennsylvania Avenue

## Other Comment








INTERNATIONAL HERALD TRIBUNE
JOFIN HAY WHATNEY, Cadmen 1958-1982
LIE W. HUEBNER, PWHem








Breakfast With an Ex-Warrior
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INTERNATIONAL HERALD TRIBUNE, SATURDAY-SUNDAY, NOYEMBER 28-29, 1987

Kuwait Pull Reflagged Tanker Off Gulf Duty
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## CHIIDREN:



Frenchmen Freed












## Cubans May Free Louisiana Captives, But Talks in Atlanta Are Broken Off


JAPAN: A Warning of Hardships KTM:

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## ARTS / LEISURE

Renand Auction Boosts French Art Market


AUCTIDN SALES


$\qquad$
Unknown Liszt Score Sold In London for $\$ \mathbf{1 2 9 , 0 0 0}$

 Hungarian-born virtuoso pianist
The componition wish turned in France, was based on a Swiss or
tealian fofksong and was believed to have been wituen in Paris in the eariy 1 1isos.
Nes diber identity of the vendor, a private collector, nor the buyer

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Galerie H. Odermatt-Ph. Cazeau Maximilien IUE Epoque néo-impressionniste

27 Novembre - 30 Janvier

MATTRES IMPRESSIONNISTES ET MOOERNES
BRAOUE, CROSS, DOMINGUEZ, DUBUFFET,
DUFY, FAUTRIER, LAURENGIN, LOBO, LUCE, IAROUET, MATISSE, MONET, NICHOLSON, OZENFANT, PECHSTEIN, PISSARRO,
ROUAULT, TANGUY, UTRILLO, 18 novembre - 19 decembre daniel malingue


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THEWWELET


In 1919 Fredrik R. Bull started with the seed of a good iden. To producc a more efficient statistics processing tabulator

Nearly seventy years later Groupe Bull is in the same business of data proccssing and communications. Though
of course, the business now is light years away in rerms of sophistication, innovation, application and breadrh.

Bull is now an international busincss, operating in 75 countries with 26,800 employees (without counting
Honeywell Bull Inc.). And it is the second largest sales network in the world.

This remarkable success hasn't happened just by accident. It has taken careful nurturing.

In particular the last three years leading up to the recent agreenent with Honeywell and NEC have proved the most fruitful.

We knew then that we had a unique opportunity. We could provide the marker with a genuinc alternarive source for all their data processing and communication needs.

But to do this we needed support. It was then that we hit on the solution. A very simple formula

BULL AND ITS CUSTOMERS A WINNING TEAM.

By working with our customers on their individual problems, together we could not only produce adequate solutions, but also we would benefit from having a deeper understanding of the market needs.

So the first objective was for Bull to become flexible enough to be able to respond effectively to the individual needs in an international market.

To achiedve this we decided- to deevelop intercommunicating systems that were not only adaptable in In other words, systems that would allow any individual workstation to plug directly into other data processing, telematic or office automation services on the system.

Everything that we have done for years in terms of development has been done in line with this strategy.

CUSTOMERS ${ }^{3}$ FREEDOM.
The competitiveness of a company today depends on the quality of its people and the uses made of its
capital of information. By developing systems that can communicate more freely with each other, Bull brings its customers more efficient circulation of, but also interaction with, their total capital of information.

For Bull's customers, this greater freedom to communicate means greater freedom to choose. to combine and, ultimately, to grow.

Freedom to choose among large and medium systems, among scientific and industrial mimicomputers, among distributed data processing and office automation ystems, among professional micro-computers.

Freedom to combine, allowing Bull's products and systems to be integrated into existing structures, even

Freedom to grow, because Bull is dedicated to adapting itself and its solutions to the evolution and growth of its customers.

THE TREE OF COMMUNICATION.
To symbolize Bull's commitment to communication, growth and flexibility, the tree was a natural choice. Constantly evolving, withits roots in solid ground and its branches reaching for the sky, the tree is present throughout the world, in as many shapes and sizes as there are businesses and organizations.

Small trees, like small systems, need to be nurtured in order to grow. And as they grow, circulation, be it of information or of life-giving sap, is of the utmost importance.

To do this, the tree nust draw on all the resources in its environment The larger the tree - or the system grows, the more ir must commumicate, interact and exchange, across time and across space

This growth happens naturally, but not always predictably, and it is Bull's strength to have understood thar companies need the freedom to expand in a way
thar is germane to their specific concerns and needs.

HONEYWELL BULL INC.
A NEW DIMENSION.
Growing out of our aim to put Groupe Bull at the forcfront of the world computer market by 1990 was our agreement with Honeywell and NEC to form Honeywell Bull Inc.

This not only gives us the complete spectrum of computer hardware and sofiware we need for the benefit decailed understanding of the global market, and give us a worldwide presence and size to face market requirements.

For Groupe Bull, control of Honeywell Bull Inc. is furthermore an outstanding opportunity to complete iss European presence and gain access to the US market by
benefiting from the close ties established between Bull's teams and those of Honeywell over the past 17 years.

In the light of this agreement, the expansion of cooperation with the Japanese group NEC is in keeping with Bull's strategy of alliances in which it is presently engaged with European industrialists.

PREPARING THE GROUND FOR FUTUURE GROWTH.

Heavy commitment to a continuing program of research has to be at the root of all our future developments. Our programisas INVESTMMENTS
deep as it is broad to fan illionsef Frach frams) give us the strongest of foundations. And it is our strategy of cooperation in partnership with
both university and industrial laboratoties.

So, for instance, in conjunction with other major European computer companies, we are exploring the area of artificial intelligence and the products that can be developed from it

We are involved with our customers to help have developed themselves.

We are part of a consortium that has developed the software now adopted by the European Esprit program.

In fact, on the Esprit program alone, we are participating in over thirty projects with more than a hundred different partners in industry and the universities.

FRUITS OF PROGRESS.
True to its goal to remain in the vanguard of technological innovation, Bull is constantly seeking out new and better ways to meet its customers information processing needs. Examples of this in the products Bull has recently introduced.

In the area of general purpose data processing, for instance, Bull's new DPS 7000 midframe computers are a case in point.

The result of an ambitious program of research and development, Bull DPS 7000 is a departmental system which combines versatility with ease of operation Already, it has gained the respect and admiration of computer professionals the world over. As a matter of fact, the Bull DPS 7 range of systems was given top ranking in the 1987 Datapro Research Corp. report on user sarisfaction in the U.S.


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Or in the area of minicomputers, the new Bull DPS 6 Plus is a state of the ast product particularly well suited to the fields of communication, office automation and telematics.

The Bull DPS 6 Plus not only represents a giant leap forward in terms of flexibility and ease of use, but is specifically designed for the rapidly evolving concerns and needs of its users. In this, it embodies one of Bull's key precepts: continuity through adaptability.

On a somewhat different - but no less important - scale, Bull has developed the Bull CP8*: electronic micro circuit card.

With its indelible logic memory and microprocessor, the Bull CP8* card can be used to control access to central computers and data bases, while protecting the privacy of data transmitted over public and private networks in remote data processing and telematic applications.

Already in use as a means of electronic payment, the Bull CP8* card also provides the possibility. f: of creating portable individual files, containing personal and confidential data.

With these products and others, Bull is steadily and continually branching out into the future. * Innovatron Licence patent.

BRINGING IT ALL TOGETHER.
Not only present but vitally active in the four main areas of information processing, Bull has amply proven its ability to come up with creative, coherent and relevant solutions. Whether it be general purpose data processing, scientific and technical data processing, distributed processing and office automation or professional micro-computers, Bull offers well-rounded ranges of products to its customers.

Like the branches of a tree, these four areas couldn't exist coherently without a system of circulation, enabling them to work together within a single networl of infor them Bulls ISOMSA

Developed in line with international standards, ISO/
DSA is designed to allow the various systems to communicate within homogeneous or mixed networks.


This is just one more way that Bull guarantees its customers freedom of choice. With ISO/DSA from the smallest network up to the largest, smooth evolution is ensured, even with structures involving elements built by other manufacturers.

At Bull, we've understood that intercommunication is what holds a sound information processing system together

## TRAINING FOR MORE FRUITFUL RESULTS

In one way, our business is all about intelligence. And that is a human ability which is totally dependent on the quality of our international staff. A team of 26,800 men and women.

We believe the more we help these individuals develop their talents, the more we encourage them to cooperate and to work as a team, the more it will benefit our customers; ourselves and our staff.

To this end, Bull created a special quality control division in order to ensure no-fault performance at every level of the group's operations. Each of Bull's 26,800 employees, from the receptionists right up to top management has taken an extensive quality training program to guarantee Bull's customers complete satisfaction, whatever their specific needs or requests might be:

As we believe so strongly in working in partnership with our customers, we carry out a multinational annual survey of customer satisfaction with the aim partly to correct any faults in our. services, but mainly so that we can anticipate any changes in their needs.

THE SWEET SMELL OF SUCCESS.
The policies which were first implemented en 1983 are beginning to bear fruit. The financial situation continued to improve during 1986. Net profit WORLDWIDE REVENUE was up more than two and a half times over the previous year: FF 271 million in 1986 compared to FF 110 million in 1985.

Revenue was also up, $10.5 \%$ to FF 17.8 billion, including FF 6.1 billion realised outside France.

Cash flow represented $9.8 \%$ of revenue and was up to FF 1,741 million in 1986 against FF 1,318 million in 1985 .

Bull and its customers indeed form
Bull. The tree of communication.
(in millunan of Freach ind NEC)


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## Bull


Page 8 INTERNATIONAL HERALD TRIBUNE, SATURDAY-SUNDAY, NOVEMBER 28-29, 1987

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## INTERNATIONAL

 STOCK MARKETSIN THE IHTEVERY TUESDAY. A COLUMN ON NON-U.S. STOCK MARKETS. ESSENTIAL READINGFOR INVESTORS AND PROFESSIONALS WORLDWIDE

## Dollar at 5-Year Low Against Pound

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## TAKEO VER: Foreign Buyers Find U.S. Companies Are Tempting Targets















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Allegheny Predicts Losses Of $\$ 215$ Million in Quarter


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IMPORTS: Japan Is Hoping to Ease Trade Friction










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OPEC Faces Cut in Demand in Early '88





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SPORTS

${ }^{4}$ Preview for the Super Bowl?


## SPORTS BRIEFS 

 Jacklin to Stay as Ryder Cup Captain



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## Tomba Takes Ski Cup Victory



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## POSTCARD

## An Architect's Fantasy

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Fernando Arrabal's Breviary of Theater


PEOPLE
Madonna Is Reported To Be Seeking Ditorce.








